



#13

IN THE UNITED STATES PATENT AND TRADEMARK OFFICE

Appl. No.: 09/638,650 Confirmation No. 9848
Applicant: Law Enforcement Services, Inc.
For: **SYSTEM AND METHOD FOR ACQUIRING AND ANALYZING
PERSONAL HISTORY INFORMATION**
Filed: August 14, 2000
TC/AU: 3626
Examiner: Carolyn M. Bleck

Docket No.: L4590-004
Customer No.: 30166

Commissioner for Patents
P.O. Box 1450
Alexandria, VA 22313-1450

RECEIVED
MAR 22 2004
GROUP 3600

Sir:

DECLARATION OF PAUL M. MUCHINSKY, PH.D. UNDER 35 U.S.C. 132

1. My name is Paul M. Muchinsky, Ph.D. and I am employed as the Joseph M. Bryan Distinguished Professor at UNC- Greensboro, located in Greensboro, North Carolina.
2. I am and have been a professor of Industrial/Organizational Psychology at UNC – Greensboro for 11 years and have authored the leading book in this field, entitled Psychology Applied to Work. My resume is attached to this declaration.
3. It is my understanding that this declaration will be submitted in connection with the above-referenced patent application.
4. It is well known that, in the field of employment applicant screening, there two basic approaches to the problem. One the one hand, applicants can be “screened in” by predicting whether a particular applicant is likely to be successful in a particular job; on the other hand, applicants can be “screened out” by predicting whether a particular applicant is likely to fail in a particular job. These two approaches to employment applicant screening manifest

themselves in two fundamentally different types of instruments: qualifying instruments or disqualifying instruments. As might be expected, a qualifying instrument is used to “screen in” an applicant and a disqualifying instrument is used to “screen out” an applicant.

5. A qualifying instrument operates under the principle that applicants most likely to succeed in a particular job are screened in. Often applicants taking a qualifying instrument have already been administered a disqualifying instrument, and have not been screened out by the disqualifying instrument. The qualifying instrument, therefore, will not only predict the likelihood of a particular applicant’s job success, but the likelihood of job success relative to other applicants in a pool. Qualifying tests typically include basic skills tests, cognitive ability and aptitude tests, physical ability tests and personality test indicators.

6. A disqualifying instrument is operates under the principle that applicants who are likely to fail, by exhibiting dysfunctional job behaviors, for example, are screened out of the selection pool. Often, disqualifying instruments are used first to screen out applicants that are likely to be unsuitable for a particular job. Applicants who are not screen out, are then given a qualifying instrument to determine relative likelihood of job success. Disqualifying instruments may include drug tests, medical exams, and honesty and integrity tests.

7. I have read the entire contents of U.S. Patent No. 5,551,880 to Bonstetter. It is my professional opinion that Bonstetter is describing and claiming a classic “qualifying instrument.” This opinion is based on multiple references to the objective of predicting job success for an applicant for employment. Like all other qualifying instruments, Bonstetter attempts to “screen in” a pool of job applicants based on an applicants’ behavior and values. The instrument then ranks each applicant based on a scoring mechanism that accounts for behavior and values and the interplay between the two. Bonstetter of course, is unsuitable for use as a

disqualifying instrument because, it is a system for predicting potential of success of an individual for a particular job or task and it is further described as evaluating the applicant's responses to the standards to predict success of a perspective employee or to improve performance of a current employee. This instrument does not claim to predict dysfunctional behavior for use in screening out or disqualifying applicants.

8. I have read the entire contents of Sarchione, Charles, D., Cuttler, Michael J., Muchinsky, Paul L., and Nelson-Gray, Rosemary O., "Prediction of Dysfunctional Job Behaviors Among Law Enforcement Officers," *Journal of Applied Psychology*, Vol. 83, No. 6 (1998) ("Sarchione"), and it is my professional opinion that the instrument described in Sarchione is a classic disqualifying instrument. This is based on several references in Sarchione to "dysfunctional job behaviors" and the statement that, with respect to dysfunctional job behaviors, "[t]he intent of the selection process would be to minimize their frequency in the population of law enforcement officers." Sarchione at p. 905-06.

9. Finally, as one experienced in the field of employment applicant screening, if I were seeking to improve the instrument described in Bonstetter so as to increase the accuracy of predicting job success, I would not consider disqualifying instruments, such as the instrument disclosed in Sarchione. Conversely, if I were seeking to improve the instrument described in Sarchione so as to increase the accuracy of predicting dysfunctional job behaviors, I would not consider qualifying instruments, such as the instrument described in Bonstetter. This is because, as discussed above, qualifying and disqualifying instruments have fundamentally different principles of operation. This is true now and would have been true since at least 1970.

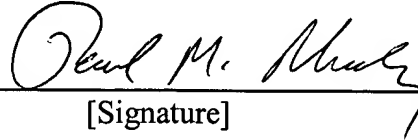
This is the 26th day of February 2004.

Appl. No. 09/638,650

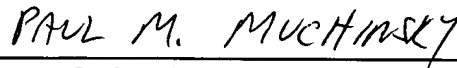
Amdt. dated February 26, 2004

Reply to Office action of September 16, 2003

Declaration of Paul M. Muchinsky, Ph.D.

A handwritten signature in cursive script, reading "Paul M. Muchinsky", written over a horizontal line.

[Signature]

The name "PAUL M. MUCHINSKY" written in all-caps, slightly slanted, over a horizontal line.

[Printed Name]

VITA

PAUL M. MUCHINSKY

Office Address: Department of Business Administration
Joseph M. Bryan School of Business and Economics
The University of North Carolina at Greensboro
P. O. Box 26165
Greensboro, NC 27402-6165

E-mail Address: PMMUCHIN@UNCG.EDU
Work Telephone: (336) 334-4525
FAX: (336) 334-4141
Home Telephone: (336) 643-7452
Marital Status: Married (four children)

EDUCATION

| <u>Degree</u> | <u>Institution</u> | <u>Date</u> | <u>Major Interest</u> |
|---------------|-------------------------|-------------|---|
| B.A. | Gettysburg College | 1969 | Psychology |
| M.S. | Kansas State University | 1970 | Psychology |
| Ph.D. | Purdue University | 1973 | Industrial/ Organizational Psychology |

PROFESSIONAL EMPLOYMENT

| | |
|-----------------------------|--|
| August 1993 - Present | Joseph M. Bryan Distinguished Professor of Business, Department of Business Administration, Joseph M. Bryan School of Business and Economics, The University of North Carolina at Greensboro, Greensboro, North Carolina |
| August 1991 - December 1991 | On sabbatical leave at the Department of Psychology and Department of Management, University of Queensland, Brisbane, Australia |
| September 1986 - May 1993 | Professor of Industrial and Organizational Psychology, Iowa State University |
| July 1980 - August 1986 | Director, Industrial Relations Center; Professor of Industrial and Organizational Psychology, Iowa State University |

PROFESSIONAL EMPLOYMENT (continued)

| | |
|----------------------------|---|
| July 1976 - June 1980 | Director, Industrial Relations Center; Associate Professor of Industrial and Organizational Psychology, Department of Psychology, Iowa State University |
| July 1975 - June 1976 | Director, Industrial Relations Center; Assistant Professor of Industrial and Organizational Psychology, Department of Psychology, Iowa State University |
| September 1973 - June 1975 | Assistant Professor of Industrial and Organizational Psychology, Department of Psychology, Iowa State University |

PROFESSIONAL SOCIETIES AND ORGANIZATIONS

Academy of Management (Member)
 American Compensation Association (Member)
 American Psychological Association (Fellow)
 Division 2 (Teaching) (Fellow)
 Division 5 (Evaluation, Measurement, and Statistics) (Member)
 Division 13 (Consulting) (Fellow)
 Division 14 (Industrial and Organizational) (Fellow)
 Division 17 (Counseling) (Fellow)
 American Psychological Society (Fellow)

PROFESSIONAL TITLES

Accredited Personnel Diplomat (APD), American Society of Personnel Administration.
 Diplomat in Industrial-Organizational Psychology, American Board of Professional Psychology,
 No. 3595.
 Licensed Psychologist, State of North Carolina, License No. 1979.
 Licensed Psychologist, State of Iowa, License No. 488.
 Senior Professional in Human Resources (SPHR), Human Resource Certification Institute

JOURNAL REVIEW BOARD

Editor, *Incubator Section, Journal of Organizational Behavior*, 1996-present.
International Journal of Selection and Assessment (member of editorial board, 1992-present)
 Editor, The Industrial-Organizational Psychologist, 1985-1987.
Academy of Management Review (member of editorial board, 1981-1984)
Journal of Vocational Behavior (member of editorial board, 1977-1991)
Personnel Psychology (member of editorial board, 1985-1990)
Organizational Behavior and Human Decision Processes (ad hoc reviewer)
Journal of Applied Psychology (ad hoc reviewer)
Academy of Management Journal (ad hoc reviewer)
Administrative Science Quarterly (ad hoc reviewer)

RESEARCH INTERESTS

I have diverse research interests within the areas of human resource management, organizational behavior, and behavioral decision theory. A unifying theme to my research is my interest in applied measurement issues. I am very interested in how the culture of an organization manifests itself in the more subtle aspects of personnel selection decisions, an area of research which represents a melding of the traditional OB and HRM areas. My most heavily cited article is the meta-analysis on the relationship between job satisfaction and job performance. I have never limited myself to a narrow line of programmatic research because I find many topics to interest me. Over the years I have brought in about \$100,000 from external sources to support my research or my graduate students.

BOOKS

- Muchinsky, P. M. (1983). Psychology applied to work. Homewood, IL: Dorsey Press.
- Muchinsky, P. M. (1987). Psychology applied to work (2nd ed.). Homewood, IL: Dorsey Press.
- Muchinsky, P. M. (1990). Psychology applied to work (3rd ed.). Pacific Grove, CA: Brooks/Cole.
- Muchinsky, P. M. (1993). Psychology applied to work (4th ed.). Pacific Grove, CA: Brooks/Cole.
- Muchinsky, P. M. (1997). Psychology applied to work (5th ed.). Pacific Grove, CA: Brooks/Cole.
- Muchinsky, P. M. (2000). Psychology applied to work (6th ed.). Pacific Grove, CA: Brooks/Cole.
- Muchinsky, P. M. (2003). Psychology applied to work (7th ed.). Belmont, CA: Thomson Wadsworth.

BOOK CHAPTERS

- Muchinsky, P. M. (1979). Human resource management of employee absenteeism. In V. Veysey and G. Hall (eds.) The new world of managing human resources. Pasadena: California Institute of Technology.
- Morrow, P. C., & Muchinsky, P. M. (1979). Middle range theory: An overview and assessment for organizational research. In L. F. Moore and C. C. Pinder (eds.), Middle range theory and the study of organization. Leiden, The Netherlands: Martinus Nijhoff. Pp. 33-44.
- Muchinsky, P. M. & Morrow, P. C. (1979). The applicability of middle range theories to the study of organizational effectiveness. In L. F. Moore and C. C. Pinder (eds.), Middle range theory and the study of organization. Leiden, The Netherlands: Martinus Nijhoff. Pp. 304-314.
- Muchinsky, P. M. (1986). Personnel selection methods. In C. L. Cooper and I. Robertson (eds.), Review of industrial/organizational psychology. London: Wiley. Pp. 37-70.
- Muchinsky, P. M. (1994). The influence of life history experiences on vocational interests and choices. In G. S. Stokes, M. D. Mumford, and W. A. Owens (Eds.), The biodata handbook: Theory, research, and applications. Palo Alto, CA: Consulting Psychologist Press. Pp. 535-554.

Dean, M. A., Russell, C. J., & Muchinsky, P. M. (1999). Life experiences and performance prediction: Toward a theory of biodata. In G. R. Ferris (Ed.), Research in personnel and human resources management. Stamford, CT: JAI Press. Pp. 245-281.

Muchinsky, P. M. (in press). Mechanical aptitude and spatial ability testing. In J. Thomas (Ed.), Comprehensive handbook of psychological assessment (Vol. 4). New York: Wiley.

JOURNAL ARTICLES

Muchinsky, P. M. (1973). Graduate training in industrial psychology: One more time. Professional Psychology, 4, 286-295.

Muchinsky, P. M. (1973). A note on the criteria for "significance." Psychology, 10, 34-35.

Muchinsky, P. M., & Hoyt, D. P. (1973). Academic grades as a predictor of occupational success among engineering graduates. Measurement and Evaluation in Guidance, 6, 93-103.

Hoyt, D. P., & Muchinsky, P. M. (1973). Occupational success and college experiences of engineering graduates. Engineering Education, 63, 622-623.

Muchinsky, P. M., & Hoyt, D. P. (1973). Predicting college grades of engineering graduates from selected personality and aptitude variables. Educational and Psychological Measurement, 33, 935-937.

Muchinsky, P. M. (1974). Performance ratings of engineers: Do graduates fit the bill? Engineering Education, 65, 187-188.

Muchinsky, P. M., & Dudycha, A. L. (1974). The influence of a suppressor variable and labeled stimuli on multiple cue probability learning. Organizational Behavior and Human Performance, 12, 429-444.

Muchinsky, P. M., & Hoyt, D. P. (1974). Predicting vocational performance of engineers from selected vocational interest, personality, and scholastic aptitude variables. Journal of Vocational Behavior, 5, 115-123.

Muchinsky, P. M., & Dudycha, A. L. (1975). Human inference behavior in abstract and meaningful environments. Organizational Behavior and Human Performance, 13, 377-391.

Muchinsky, P. M. (1975). Consumer installment credit risk: A need for criterion validation and refinement. Journal of Applied Psychology, 60, 87-93.

Muchinsky, P. M. (1975). The utility of work samples in complying with EEOC guidelines. Personnel Journal, 54, 218-220.

Muchinsky, P. M., & Fitch, M. K. (1975). Subjective expected utility and academic preferences. Organizational Behavior and Human Performance, 14, 217-226.

Muchinsky, P. M. (1975). A comparison of three analytical techniques for predicting consumer installment credit risk: Toward understanding a construct. Personnel Psychology, 28, 511-524.

- Muchinsky, P. M. (1976). Attitudes of petroleum company executives and college students toward various aspects of the "energy crisis." Journal of Social Psychology, 98, 293-294.
- Turnage, J. J., & Muchinsky, P. M. (1976). The effects of reward contingency and participative decision making on intrinsically and extrinsically motivating tasks. Academy of Management Journal, 19, 482-489.
- Muchinsky, P. M., & Taylor, M. S. (1976). Intrasubject predictions of occupational preference: The effect of manipulating components of the valence model. Journal of Vocational Behavior, 8, 185-195.
- Muchinsky, P. M. (1976). Graduate internships in industrial psychology: A success story. Professional Psychology, 7, 664-670.
- Muchinsky, P. M. (1976). An assessment of the Litwin and Stringer organizational climate questionnaire: An empirical and theoretical extension of the Sims and LaFollette study. Personnel Psychology, 29, 371-392.
- Muchinsky, P. M. (1977). A comparison of within-and across-subjects analyses of the expectancy-valence model for predicting effort. Academy of Management Journal, 20, 154-158.
- Muchinsky, P. M. (1977). The consistency of intra-subject valence and instrumentality measures: A methodological consideration. Academy of Management Journal, 20, 321-327.
- Muchinsky, P. M. (1977). An intra-organizational analysis of the Roberts and O'Reilly organizational communication questionnaire. Journal of Applied Psychology, 62, 184-188.
- Muchinsky, P. M. (1977). Employee absenteeism: A review of the literature. Journal of Vocational Behavior, 10, 316-340. (Also in W. F. Glueck (ed.), (1979). Personnel: A book of Readings. Business Publications Inc., pp. 474-494.
- Garrison, K. R., & Muchinsky, P. M. (1977). Attitudinal and biographical predictors of incidental absenteeism. Journal of Vocational Behavior, 10, 221-230.
- Muchinsky, P. M., & Harris, S. L. (1977). The effect of applicant sex and scholastic standing on the evaluation of job applicant resumes in sex-typed occupations. Journal of Vocational Behavior, 11, 95-108.
- Muchinsky, P. M. (1977). Organizational communication: Relationships to organizational climate and job satisfaction. Academy of Management Journal, 20, 592-607.
- Garrison, K. R., & Muchinsky, P. M. (1977). Evaluating the concept of absentee-proneness with two measures of absence. Personnel Psychology, 30, 389-393.
- Mount, M. K., Muchinsky, P. M., & Hanser, L. M. (1977). The predictive validity of a work sample: A laboratory study. Personnel Psychology, 30, 637-645.
- Feyerherm, A. E., & Muchinsky, P. M. (1978). Structural and attitudinal factors relating to collective bargaining in public school systems. Journal of Collective Negotiations, 7, 83-92.

- Muchinsky, P. M. (1978). Age and job satisfaction: A conceptual reconsideration. Aging and Work, 10, 175-179.
- Hanser, L. M., & Muchinsky, P. M. (1978). Work as an information environment. Organizational Behavior and Human Performance, 21, 47-60.
- Ruffner, J. W., & Muchinsky, P. M. (1978). The influences of shifting cue validity distributions and group discussion feedback on multiple cur probability learning. Organizational Behavior and Human Performance, 21, 189-208.
- Mount, M. K. & Muchinsky, P. M. (1978). Person-environment congruence and employee job satisfaction: A test of Holland's theory. Journal of Vocational Behavior, 13, 84-100.
- Mount, M. K., & Muchinsky, P. M. (1978). Concurrent validation of Holland's hexagonal model with occupational workers. Journal of Vocational Behavior, 13, 348-354.
- Muchinsky, P. M., & Tuttle, M. L. (1979). Employee turnover: An empirical and methodological assessment. Journal of Vocational Behavior, 14, 43-77.
- Muchinsky, P. M. (1979). Some changes in the characteristics of articles published in the Journal of Applied Psychology over the past twenty years. Journal of Applied Psychology, 64, 455-459.
- Muchinsky, P. M. (1979). The use of reference reports in personnel selection: A review and evaluation. Journal of Occupational Psychology, 52, 287-297.
- Muchinsky, P. M., & Maassarani, M. A. (1980). Work environment effects on public sector grievances. Personnel Psychology, 33, 403-414.
- Hanser, L. M., & Muchinsky, P. M. (1980). Performance feedback information and organizational communication: Evidence of convergent validity. Human Communication Research, 7, 68-73.
- Muchinsky, P. M., & Morrow, P. C. (1980). A multidisciplinary model of voluntary employee turnover. Journal of Vocational Behavior, 17, 263-290.
- Muchinsky, P. M., & Maassarani, M. A. (1981). Public sector grievances in the State of Iowa. Journal of Collective Negotiation, 10, 55-62.
- Eberhardt, B. J., & Muchinsky, P. M. (1982). An empirical investigation of the factor stability of Owens' Biographical Questionnaire. Journal of Applied Psychology, 67, 138-145.
- Turnage, J. J., & Muchinsky, P. M. (1982). Trans-situational variability in human performance within assessment centers. Organizational Behavior and Human Performance, 30, 174-200.
- Eberhardt, B. J., & Muchinsky, P. M. (1982). Biodata determinants of vocational typology: An integration of two paradigms. Journal of Applied Psychology, 67, 714-727.
- Muchinsky, P. M. (1983). Vocational behavior and career development, 1982: A review. Journal of Vocational Behavior, 23, 123-178.

- Monahan, C. J., & Muchinsky, P. M. (1983). Three decades of personnel selection research: A statement-of-the-art analysis and evaluation. Journal of Occupational Psychology, 56, 215-225.
- Kluth, L. J., & Muchinsky, P. M. (1984). Relative influence of sex-composition on job desirability. Journal of Vocational Behavior, 24, 319-328.
- Stein, J. B., & Muchinsky, P. M. (1984). Assessing raters' policies in evaluating proposed services for transporting the physically handicapped. Journal of Applied Psychology, 69, 3-11.
- Eberhardt, B. J., & Muchinsky, P. M. (1984). Structural validation of Holland's hexagonal model: Vocational classification through the use of biodata. Journal of Applied Psychology, 89, 174-181.
- Turnage, J. J., & Muchinsky, P. M. (1984). A comparison of the predictive validity of assessment center evaluations and traditional measures in forecasting future managerial job performance. Journal of Applied Psychology, 69, 595-602.
- Wells, D. L., & Muchinsky, P. M. (1985). Performance antecedents of voluntary and involuntary managerial turnover. Journal of Applied Psychology, 70, 329-336.
- Iaffaldano, M. T., & Muchinsky, P. M. (1985). Job satisfaction and job performance: A meta-analysis. Psychological Bulletin, 97, 251-273.
- Monahan, C. J., & Muchinsky, P. M. (1985). Intrasubject predictions of vocational preference: Convergent validation via the decision theoretic paradigm. Journal of Vocational Behavior, 27, 1-18.
- Iaffaldano, M. T., Wells, D. L., Hyland, A. M., & Muchinsky, P. M. (1985). Life history antecedents of vocational indecision. Journal of Vocational Behavior, 27, 276-297.
- Muchinsky, P. M., & Monahan, C. J. (1987). What is person-environment congruence? Supplementary versus complementary models of fit. Journal of Vocational Behavior, 31, 268-277.
- Hyland, A. M., & Muchinsky, P. M. (1990). An examination of the predictive criterion-related validity of professional certification tests. Journal of Business and Psychology, 5, 127-142.
- Anderson, S. B., & Muchinsky, P. M. (1991). An examination of the robustness of the general utility function. Educational and Psychological Measurement, 51, 49-65.
- Hyland, A. M., & Muchinsky, P. M. (1991). An assessment of the structural validity of Holland's model with job analysis (PAQ) information. Journal of Applied Psychology, 76, 75-80.
- Muchinsky, P. M., & Skilling, N. L. (1992). Utility analysis of five weighting methods for making consumer loan decisions. Educational and Psychological Measurement, 52, 1-16.
- Wanberg, C. S., & Muchinsky, P. M. (1992). A typology of career decision status: Validity extension of the Vocational Decision Status Model. Journal of Counseling Psychology, 39, 71-80.
- Marchese, M., & Muchinsky, P. M. (1993). The validity of the employment interview: A meta-analysis. International Journal of Selection and Assessment, 1, 18-26.

- Muchinsky, P. M. (1993). Validation of intelligence and mechanical aptitude tests in selecting employees for manufacturing jobs. Journal of Business and Psychology, 7, 373-382.
- Muchinsky, P. M. (1993). Validation of personality constructs for the selection of insurance industry employees. Journal of Business and Psychology, 7, 475-482.
- Collins, J. M., & Muchinsky, P. M. (1993). An assessment of the construct validity of three job evaluation methods: A field experiment. Academy of Management Journal, 36, 895-904.
- Muchinsky, P. M. (1994). A review of individual assessment methods used for personnel selection in North America. International Journal of Selection and Assessment, 2, 118-124.
- Muchinsky, P. M. (1994). What is the shape of the distribution of job performance (and what difference does it make)? International Journal of Selection and Assessment, 2, 255-258.
- Reichel, L. S., & Muchinsky, P. M. (1995). Life-history and developmental antecedents of female vocational preferences. Journal of Career Assessment, 3, 21-34.
- Muchinsky, P. M., & Hoffman, N. J. (1996). A demonstration of conjoint analysis for organizational research. International Journal of Selection and Assessment, 4, 35-43.
- Muchinsky, P. M. (1996). The correction for attenuation. Educational and Psychological Measurement, 56, 78-90.
- Muchinsky, P. M. (1997). Peer review of teaching: Lessons learned from military and industrial research on peer assessment. Journal on Excellence in College Teaching, 6, 17-30.
- Meldahl, J. M., & Muchinsky, P. M. (1997). The neurotic dimension of vocational indecision: Gender comparability? Journal of Career Assessment, 5, 317-332.
- Yoo, T. Y., & Muchinsky, P. M. (1998). Utility estimates of job performance as related to the data, people, and things parameters of work. Journal of Organizational Behavior, 19, 353-370.
- Sarchione, C. D., Cuttler, M. J., Muchinsky, P. M., & Nelson-Gray, R. O. (1998). Prediction of dysfunctional job behaviors among law enforcement officers. Journal of Applied Psychology, 83, 904-912.
- Muchinsky, P. M. (1999). Applications of Holland's theory in industrial and organizational settings. Journal of Vocational Behavior, 55, 127-135.
- Muchinsky, P. M. (2000). Emotions in the workplace: The neglect of organizational behavior. Journal of Organizational Behavior, 21, 801-805.

BOOK AND TEST REVIEWS

- Muchinsky, P. M. (1976). [Review of Psychology of vocational guidance]. Personnel Psychology, 29, 319-321.

- Muchinsky, P. M. (1976). [Review of Psychology testing in personnel assessment]. Personnel Psychology, 29, 291-293.
- Muchinsky, P. M. (1976). [Review of Measurement in the Social Sciences: Theory and Strategies]. Measurement and Evaluation in Guidance, 9, 85-86.
- Muchinsky, P. M. (1976). [Review of Interviewer's manual, Revised edition]. Personnel Psychology, 29, 686-687.
- Muchinsky, P. M. (1977). [Review of Academic and entrepreneurial research: The consequences of diversity in federal evaluation studies]. Measurement and Evaluation in Guidance, 10, 58-59.
- Muchinsky, P. M. (1977). [Review of Objective-focused management]. Personnel Psychology, 30, 133-135.
- Muchinsky, P. M. (1977). [Review of The appraisal interview]. Personnel Psychology, 30, 335-338.
- Muchinsky, P. M. (1977). [Review of Psychological testing, 4th edition]. Personnel Psychology, 30, 464-467.
- Muchinsky, P. M. (1977). [Review of Management: An organizational perspective]. Personnel Psychology, 30, 728-730.
- Muchinsky, P. M. (1978). [Review of Personnel validity]. Personnel Psychology, 31, 170-172.
- Muchinsky, P. M. (1978). [Review of Organizational size, job satisfaction, absenteeism and turnover]. Personnel Psychology, 31, 436-438.
- Muchinsky, P. M. (1978). [Review of Career development and job training]. Personnel Psychology, 31, 646-649.
- Muchinsky, P. M. (1978). [Review of The conduct of industrial relations]. Personnel Psychology, 31, 959-962.
- Muchinsky, P. M. (1979). [Review of Performance appraisal and the manager]. Personnel Psychology, 32, 223-226.
- Muchinsky, P. M. (1979). [Review of Behavior analysis in training]. Personnel Psychology, 32, 416-420.
- Muchinsky, P. M. (1979). [Review of A textbook of personnel management]. Personnel Psychology, 32, 597-600.
- Muchinsky, P. M. (1979). [Review of Behavior modification in business, industry, and government]. Personnel Psychology, 32, 809-812.
- Muchinsky, P. M. (1980). [Review of Personnel: The management of human resources, 2nd edition]. Personnel Psychology, 33, 236-240.

- Muchinsky, P. M. (1980). [Review of Current issues in personnel management]. Personnel Psychology, 33, 856-859.
- Muchinsky, P. M. (1980). [Review of Turning around: The behavioral approach to managing people]. Personnel Psychology, 33, 655-658.
- Muchinsky, P. M. (1981). [Review of Effective behavior in organizations]. Personnel Psychology, 33, 856-859.
- Muchinsky, P. M. (1981). [Review of Organizational development and change, 2nd edition]. Personnel Psychology, 34, 151-154.
- Muchinsky, P. M. (1981). [Review of Organizational behavior and performance, 2nd edition]. Personnel Psychology, 34, 380-383.
- Muchinsky, P. M. (1981). [Review of Salary management for the nonspecialist]. Personnel Psychology, 34, 630-633.
- Muchinsky, P. M. (1981). [Review of Every employee a manager]. Personnel Psychology, 34, 890-893.
- Muchinsky, P. M. (1981). [Review of Pay and organizational development]. Personnel Psychology, 35, 196-198.
- Muchinsky, P. M. (1982). [Review of Personnel and organizational psychology]. Personnel Psychology, 35, 757-761.
- Muchinsky, P. M. (1983). [Review of Research in organizational behavior]. Personnel Psychology, 36, 191-193.
- Muchinsky, P. M. (1983). [Review of The dynamics of management education: Observation on the mid-career development process]. Personnel Psychology, 36, 406-408.
- Muchinsky, P. M. (1983). [Review of Employee turnover: Causes, consequences, and control]. Contemporary Psychology, 28, 223-224.
- Muchinsky, P. M. (1983). [Review of Free enterprise, fair employment]. Personnel Psychology, 36, 651-653.
- Muchinsky, P. M. (1983). [Review of Organizational influence processes]. Personnel Psychology, 36, 954-957.
- Muchinsky, P. M. (1984). [Review of Handbook of wage and salary administration (2nd edition)]. Personnel Psychology, 37, 522-525.
- Muchinsky, P. M. (1984). [Review of Selection interviewing]. Personnel Psychology, 37, 152-155.
- Muchinsky, P. M. (1985). [Review of Values inventory]. The Ninth Mental Measurements Yearbook. Lincoln, Neb.: Buros Institute of Mental Measurements, 1653.

- Muchinsky, P. M. (1985). [Review of Temperament comparator]. The Ninth Mental Measurements Yearbook. Lincoln, Neb.: Buros Institute of Mental Measurements, 1537-1538.
- Muchinsky, P. M. (1985). [Review of How to recruit and select successful salesmen]. Personnel Psychology, 37, 362-365.
- Muchinsky, P. M. (1986). [Review of Absenteeism]. Contemporary Psychology, 31, 225.
- Muchinsky, P. M. (1986). [Review of Publishing in the organizational sciences]. Personnel Psychology, 39, 186-189.
- Muchinsky, P. M. (1987). [Review of The quest for staff leadership]. Personnel Psychology, 40, 375-377.
- Muchinsky, P. M. (1987). [Review of Ergonomic design for people at work. Vol. II: The design of jobs]. Personnel Psychology, 40, 872-874.
- Muchinsky, P. M. (1988). [Review of Career development for engineers and scientists: Organizational programs and individual choices]. Personnel Psychology, 41, 401-404.
- Muchinsky, P. M. (1990). [Review of Handbook of organizational communication]. Contemporary Psychology, 35, 131-134.
- Muchinsky, P. M. (1995). [Review of The Employment Inventory]. The Twelfth Mental Measurements Yearbook. Lincoln, Neb.: Buros Institute of Mental Measurements. Pp. 345-346.
- Muchinsky, P. M. (1995). [Review of Jobs Seeking Skills Assessment]. The Twelfth Mental Measurements Yearbook. Lincoln, Neb.: Buros Institute of Mental Measurements. Pp. 201-202.
- Muchinsky, P. M. (1998). [Review of Influence Strategies Exercise]. The Thirteenth Mental Measurements Yearbook. Lincoln, Neb.: Buros Institute of Mental Measurements. Pp. 505-506.
- Muchinsky, P. M. (1998). [Review of Total Quality Management Readiness Index]. The Thirteenth Mental Measurements Yearbook. Lincoln, Neb.: Buros Institute of Mental Measurements. Pp. 1103-1104.
- Muchinsky, P. M. (2001). [Review of Employee Aptitude Survey]. The Fourteenth Mental Measurements Yearbook. Lincoln, NE: Buros Institute of Mental Measurements. Pp. 459-460.
- Muchinsky, P. M. (2001). [Review of EQ Questionnaire]. The Fourteenth Mental Measurements Yearbook. Lincoln, NE: Buros Institute of Mental Measurements. Pp. 469-470.

CONFERENCE PAPERS

Over the course of my career I have presented many papers at regional, national, and international conferences. My most recent international paper was an Invited Address at the 1997 Australian Organizational Psychology Conference in Melbourne, Australia.

SERVICE ACTIVITIES

Throughout my twenty years on the faculty of Iowa State University I served on a wide variety of departmental, college, and university committees. Such committees included Promotion and Tenure, Graduate Program, Provost Search, Department Executive, and the Industrial Relations Supervisory Committee. I have chaired many of the committees. My most important assignment was chairing a university committee charged with developing a compensation administration system for the faculty. For eleven years I was the Director of the Industrial Relations Center at Iowa State University.

Since joining the faculty at The University of North Carolina at Greensboro, I have assumed a role of providing senior faculty leadership to the Bryan School of Business and Economics and to the University. Such leadership is expected of the holder of an endowed distinguished professorship. I have contributed in a diverse range of roles including serving on Governor Hunt's Commission on Workforce Preparedness, a member of a major Commission assigned to overhaul the University's system of Promotion and Tenure, Chair of the Business School's Promotion and Tenure Committee for the past four years, and a member of the Bryan School's AACSB re-accreditation committee.

TEACHING INTERESTS AND EVALUATIONS

My primary teaching interests are in the areas of human resource management and organizational behavior at both the undergraduate and graduate levels. I have also taught graduate level courses in behavioral decision theory and research methods. I enjoy teaching and working with students more than any other single aspect of my career. Throughout my career I have consistently received the highest teacher evaluations in the department. I have received two outstanding teacher awards, and twice I was a finalist for the outstanding graduate advisor award in the university. I have served as the major professor for 25 Ph.D. students and 190 M. S. students.